

**HUGO BOSS**

# ANNUAL GENERAL MEETING 2024

**HUGO BOSS**

2024



CEO

DANIEL  
GRIEDER

CEO

**HUGO BOSS**

HUGO BOSS

# 2023

- ANOTHER  
RECORD YEAR  
FOR HUGO BOSS

GROUP SALES

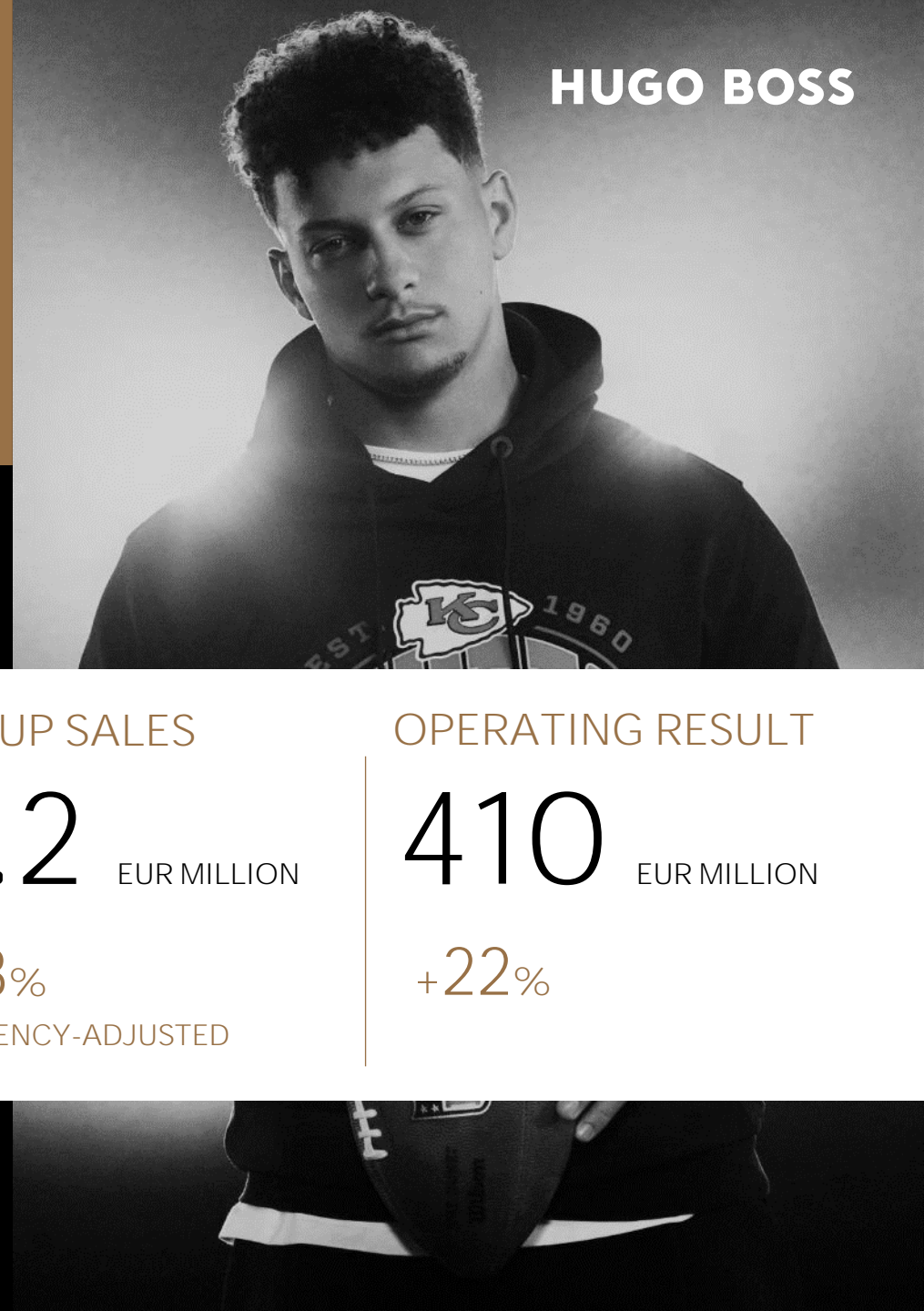
4.2 EUR MILLION

+18%  
CURRENCY-ADJUSTED

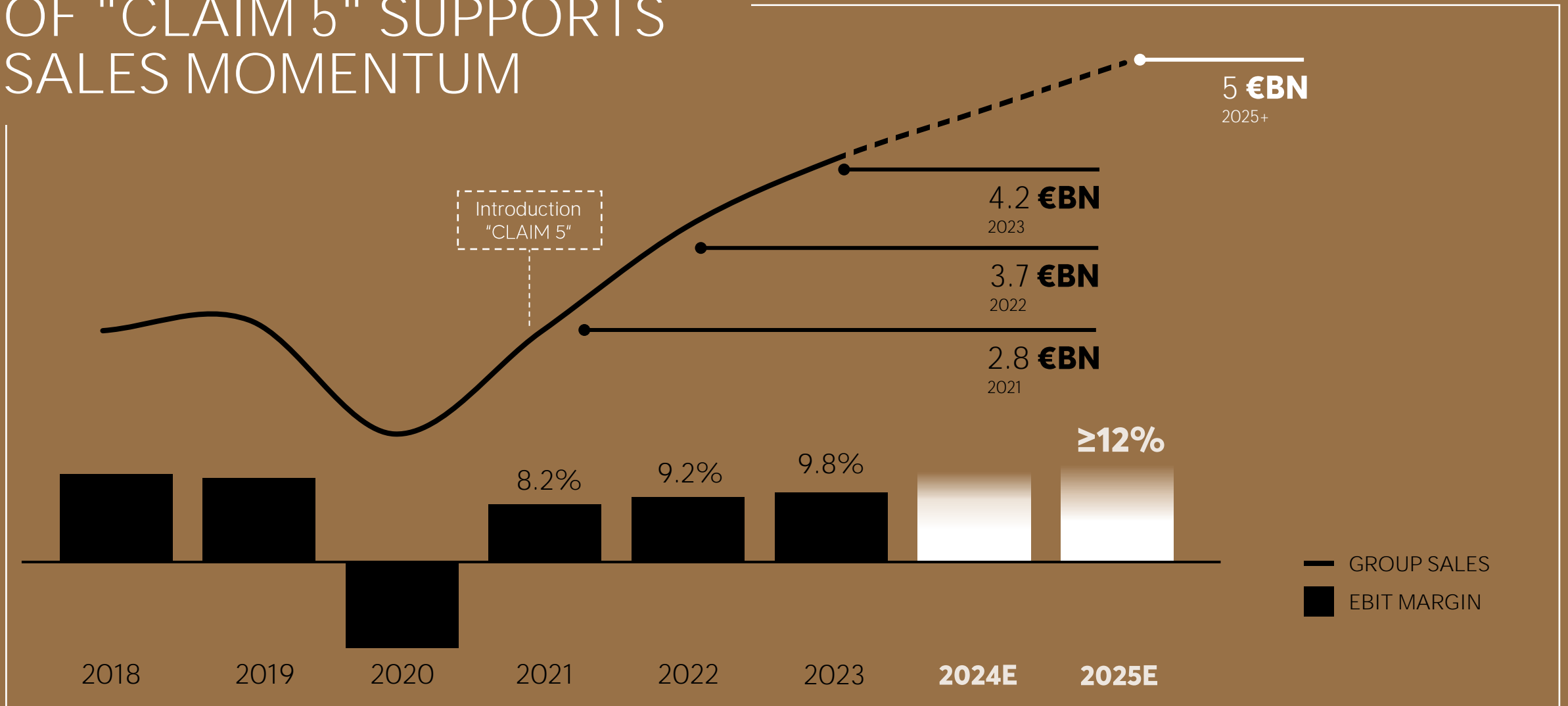
OPERATING RESULT

410 EUR MILLION

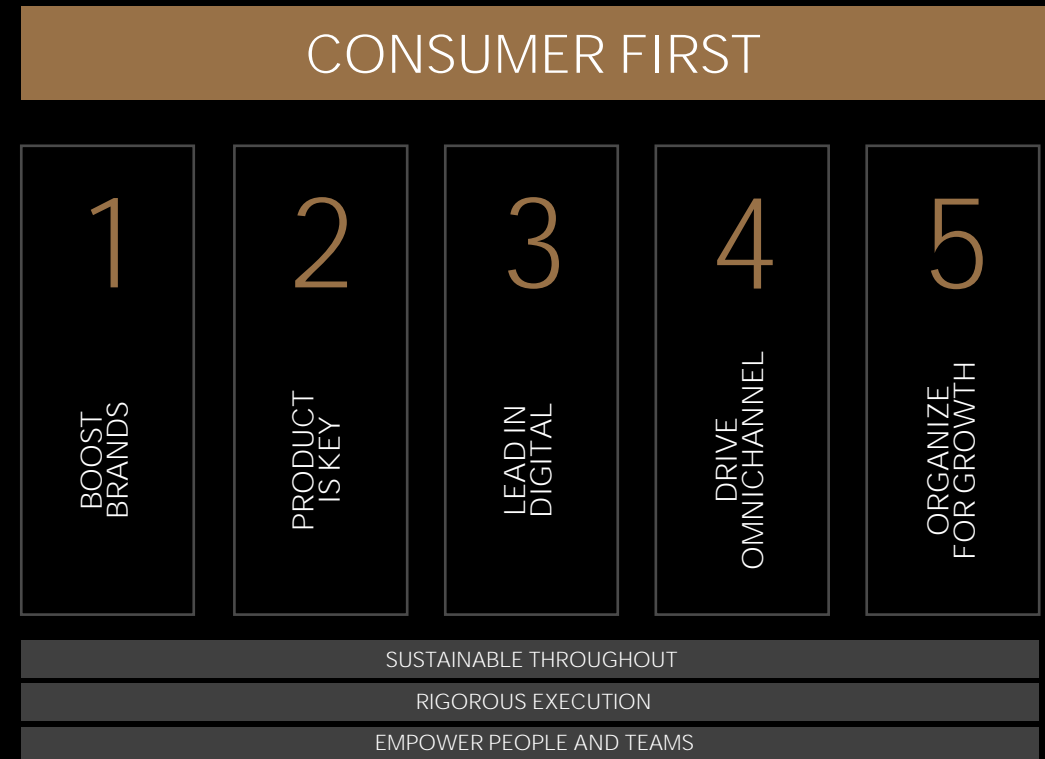
+22%



# SUCCESSFUL EXECUTION OF "CLAIM 5" SUPPORTS SALES MOMENTUM



# "CLAIM 5" - THE RIGHT STRATEGY FOR HUGO BOSS



CLAIM 5

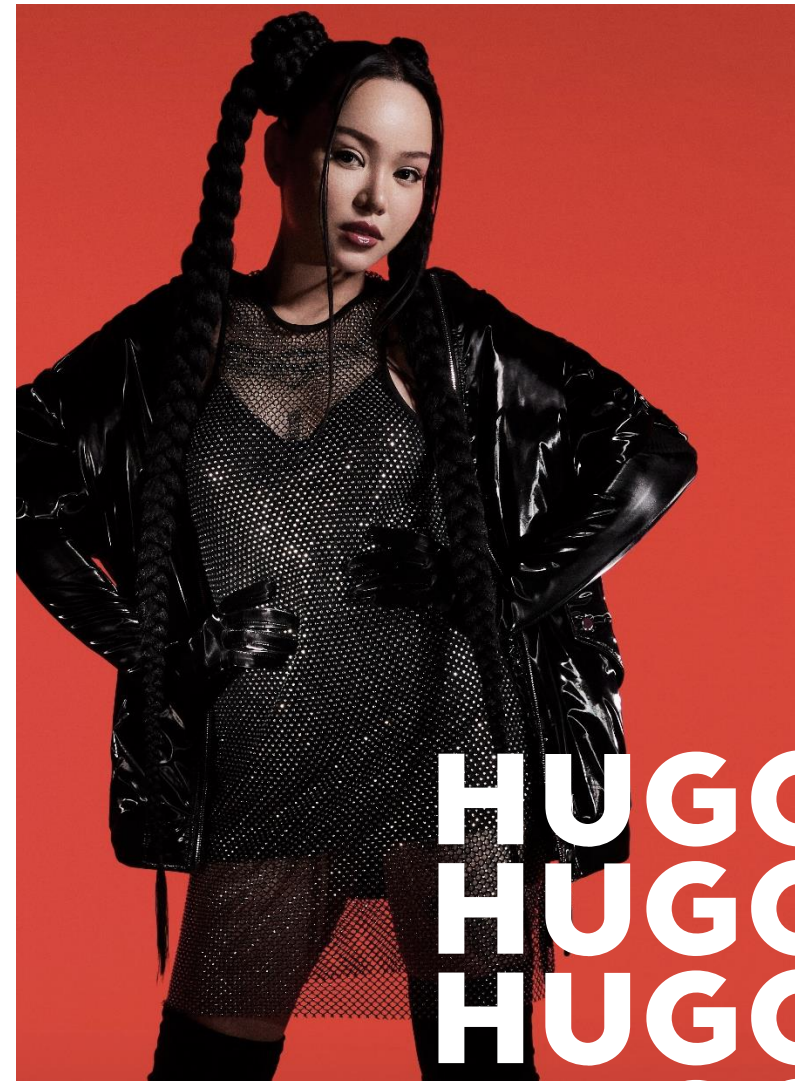




**BOSS**  
**BOSS**  
**BOSS**  
**BOSS**  
**BOSS**

## TWO CLEARLY DISTINGUISHABLE BRANDS

THE CONSUMER  
AT THE CENTER OF  
ALL OUR ACTIVITIES



**HUGO**  
**HUGO**  
**HUGO**  
**HUGO**



# BOSS CAMPAIGNS WITH A DIVERSE ALL-STAR STAR CAST





# HUGO CAMPAIGNS STRENGTHEN THE IDENTITY OF THE BRAND



HUGO  
HUGO  
HUGO  
HUGO  
HUGO  
HUGO





# BOSS AND HUGO BRAND EVENTS ATTRACT INTEREST AROUND THE WORLD



HAHNENKAMM  
RACE



MIAMI  
FASHION SHOW



BOSS OPEN



MILAN  
FASHION SHOW



HUGO X  
FORMULA 1



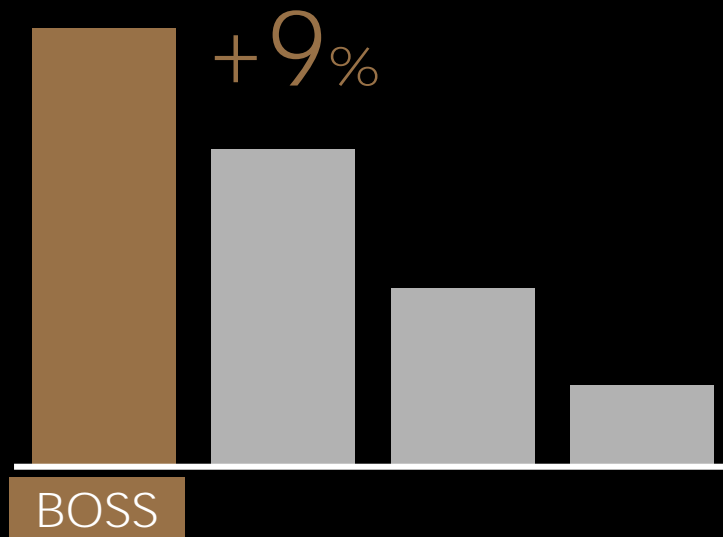
HUGO  
NIGHTS



HUGO X  
BELLA POARCH

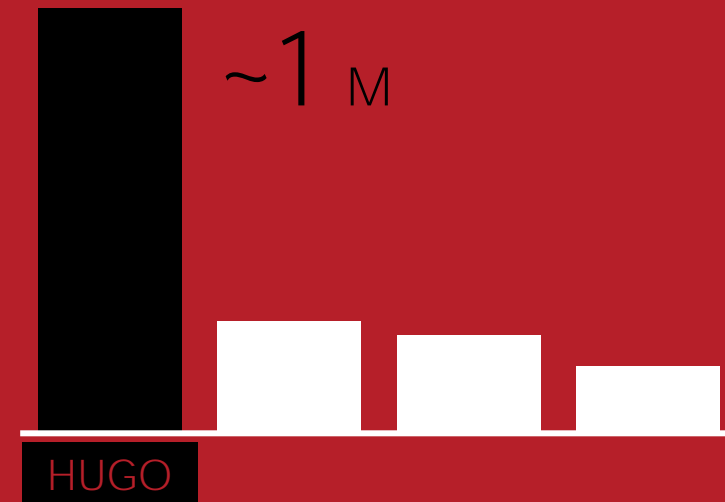
HUGO

## BOSS – THE FASTEST-GROWING BRAND ON INSTAGRAM VS. PEERS



FOLLOWER GROWTH  
2023 VS. 2022

## HUGO – MOST-VIEWED BRAND ON TIKTOK VS. PEERS



TIKTOK VIEWS  
IN 2023



# SUCCESSFUL EXPANSION OF MEMBER BASE

TURNING CONSUMERS INTO FANS

GROWTH OF MEMBER BASE  
IN 2023

>30%



FANS

# PRODUCT OFFERING SIGNIFICANTLY IMPROVED

PRICE-VALUE PROPOSITION STRENGTHENED  
LOOK & FEEL ENHANCED  
FOCUS ON INNOVATION & SUSTAINABILITY



# PRODUCT IS KEY



# BOSS AND HUGO BRAND LINES STRENGTHEN 24/7-LIFESTYLE IMAGE



BOSS CAMEL

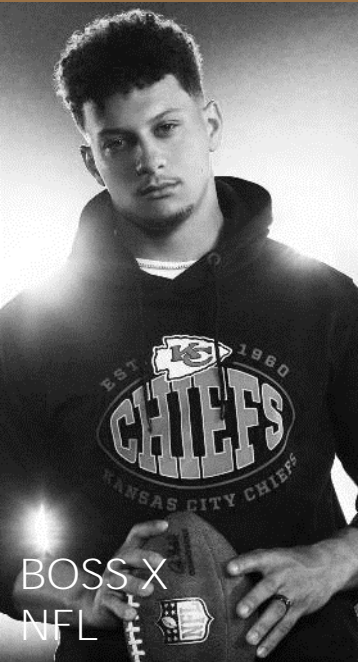


HUGO BLUE

LEVERAGING THE  
POTENTIAL OF THE  
BRAND LINES

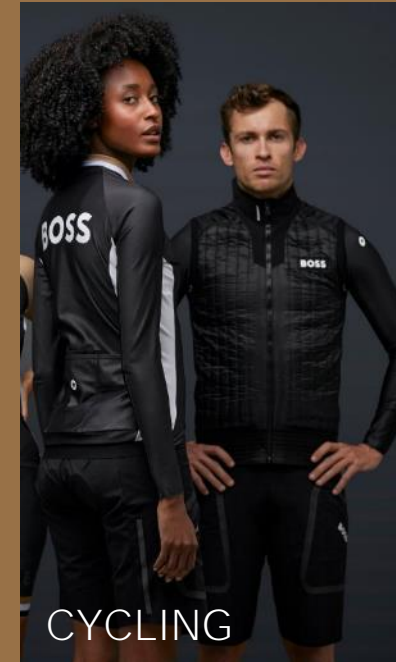


BOSS X  
NAOMI



BOSS X  
NFL

LAUNCH OF  
HIGH-IMPACT  
COLLABORATIONS



CYCLING



BOSS X  
SAMSONITE

EXTENDING 24/7  
APPROACH WITH  
ADDITIONAL LICENSES



# BOSS AND HUGO WITH DOUBLE-DIGIT SALES IMPROVEMENTS

BOSS  
BOSS  
BOSS  
BOSS  
BOSS



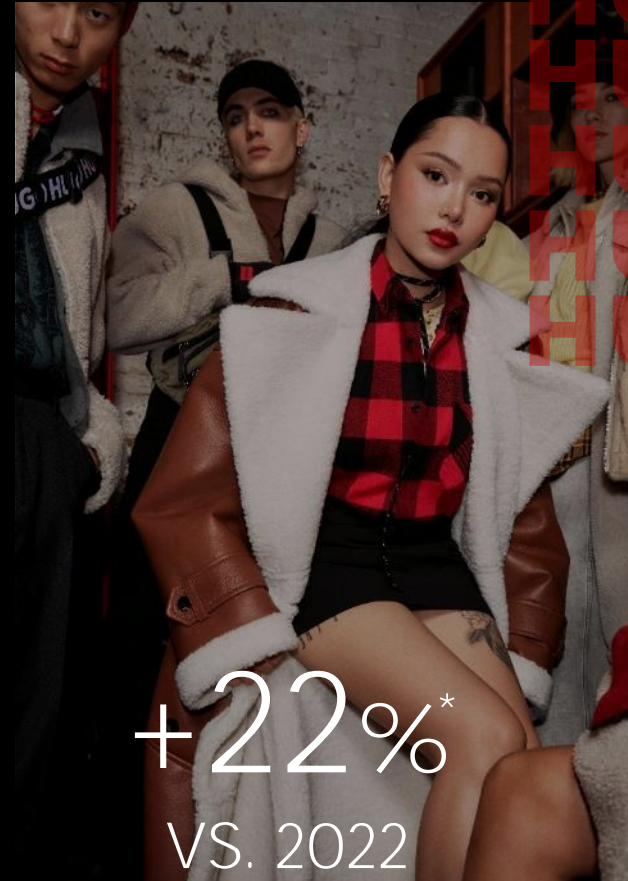
+16%\*  
VS. 2022

BOSS  
MENSWEAR



+24%\*  
VS. 2022

BOSS  
WOMENSWEAR



+22%\*  
VS. 2022

HUGO

HUGO  
HUGO  
HUGO  
HUGO  
HUGO



# CUSTOMER JOURNEY FURTHER OPTIMIZED

IMPROVEMENTS IN CUSTOMER EXPERIENCE  
FIRST-CLASS OMNICHANNEL EXPERIENCE  
CONNECTING ALL TOUCHPOINTS

DRIVE OMNICHANNEL



# ROLLOUT OF NEW STORE CONCEPTS IN FULL SWING



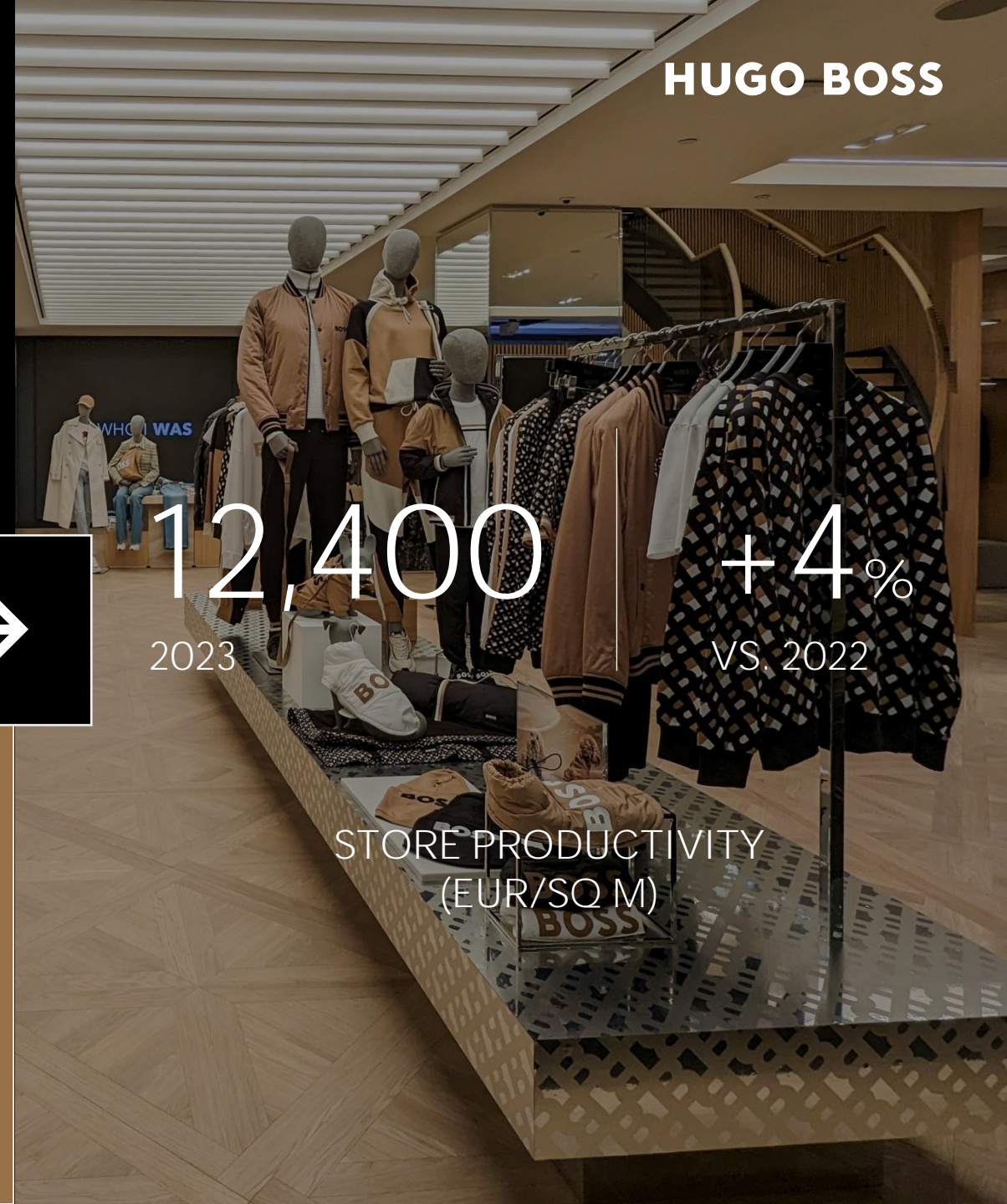
~25%  
OF STORES REFRESHED  
BY END OF 2022

~40%  
OF STORES REFRESHED  
BY END OF 2023

12,400  
2023

+4%  
VS 2022

STORE PRODUCTIVITY  
(EUR/SQ M)





# LEVERAGING THE POTENTIAL IN WHOLESALE



## VISIBILITY

OF BOSS  
AND HUGO  
STRENGTHENED

## MARKET SHARES

GAINED  
IN KEY  
DEPARTMENT STORES

## EXPAN- SION

OF FRANCHISE  
BUSINESS  
ON TRACK

# IMPROVEMENT OF DIGITAL JOURNEY

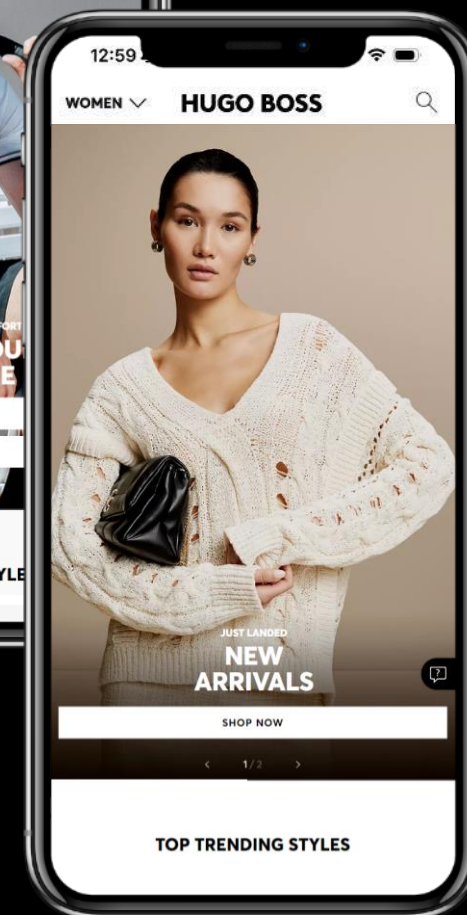
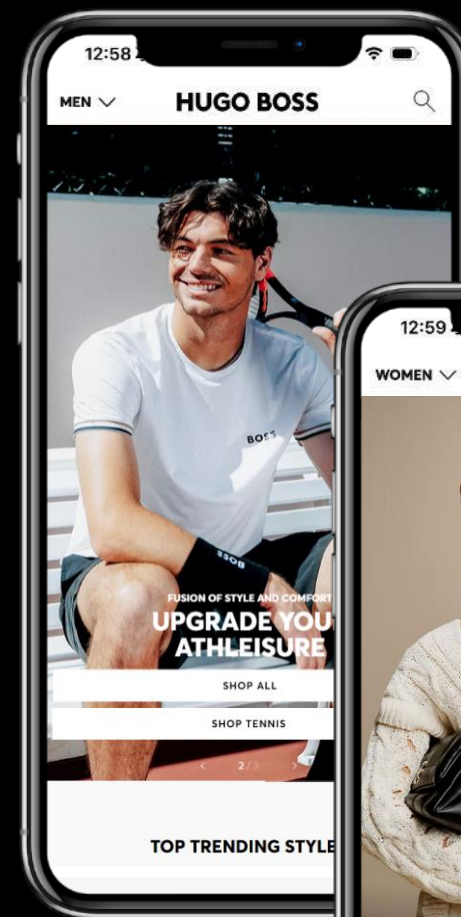


Redesign of online  
store and  
hugoboss.com app

Expansion of digital  
presence with partners

~ 20%

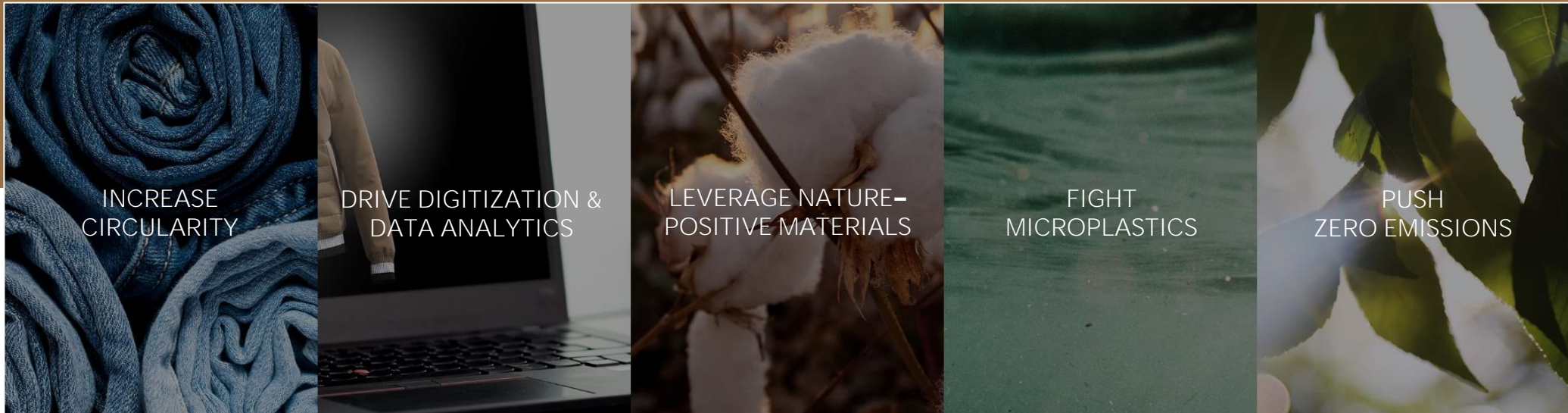
DIGITAL  
SALES SHARE  
2023





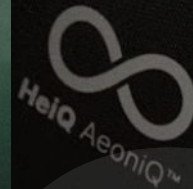
# SUSTAINABILITY AS AN INTEGRAL PART OF OUR BUSINESS ACTIVITIES

FOR A PLANET FREE OF WASTE & POLLUTION



A STRONG ENVIRONMENTAL, SOCIAL, & GOVERNANCE CORE

# BOSS LAUNCHES FIRST PRODUCTS WITH HEIQ AEONIQ



**BOSS**  
**THE CHANGE**  
**WE CHANGE FASHION**

This limited-edition, innovative product is part of THE CHANGE for the BOSS Fall/ Winter 2023 fashion show collection. With this, you join our journey aiming to change the fashion industry.

The unique BOSS style leverages the technology of HeIQ AeonIQ, a revolutionary plant-based yarn. Our partnership with HeIQ allows us to move the needle towards replacing fuel-based fibers, like polyester and nylon, with a natural alternative, thus eliminating microplastics.

# AEONIQ



# HUGO BOSS ESTABLISHES FOUNDATION

BOLD FOR THE PLANET



7<sup>TH</sup> TIME  
IN A ROW

Renewed inclusion  
in DJSI World

2<sup>ND</sup> BEST  
SCORE

in the textile,  
apparel, and  
luxury segment

RANKINGS AS EVIDENCE OF  
SUCCESSFUL  
SUSTAINABILITY WORK





# 2023

- A VERY  
SUCCESSFUL YEAR

HUGO BOSS

Rigorous  
execution of  
"CLAIM 5" strategy

HUGO BOSS  
emerges  
stronger for  
the future

AMBITION

SIGNIFICANT  
GROWTH  
OPPORTUNITIES  
AND EFFICIENCY  
POTENTIAL  
FOR THE FUTURE

**5 €BN**

GROUP SALES  
2025+

**≥12%**

EBIT MARGIN  
2025

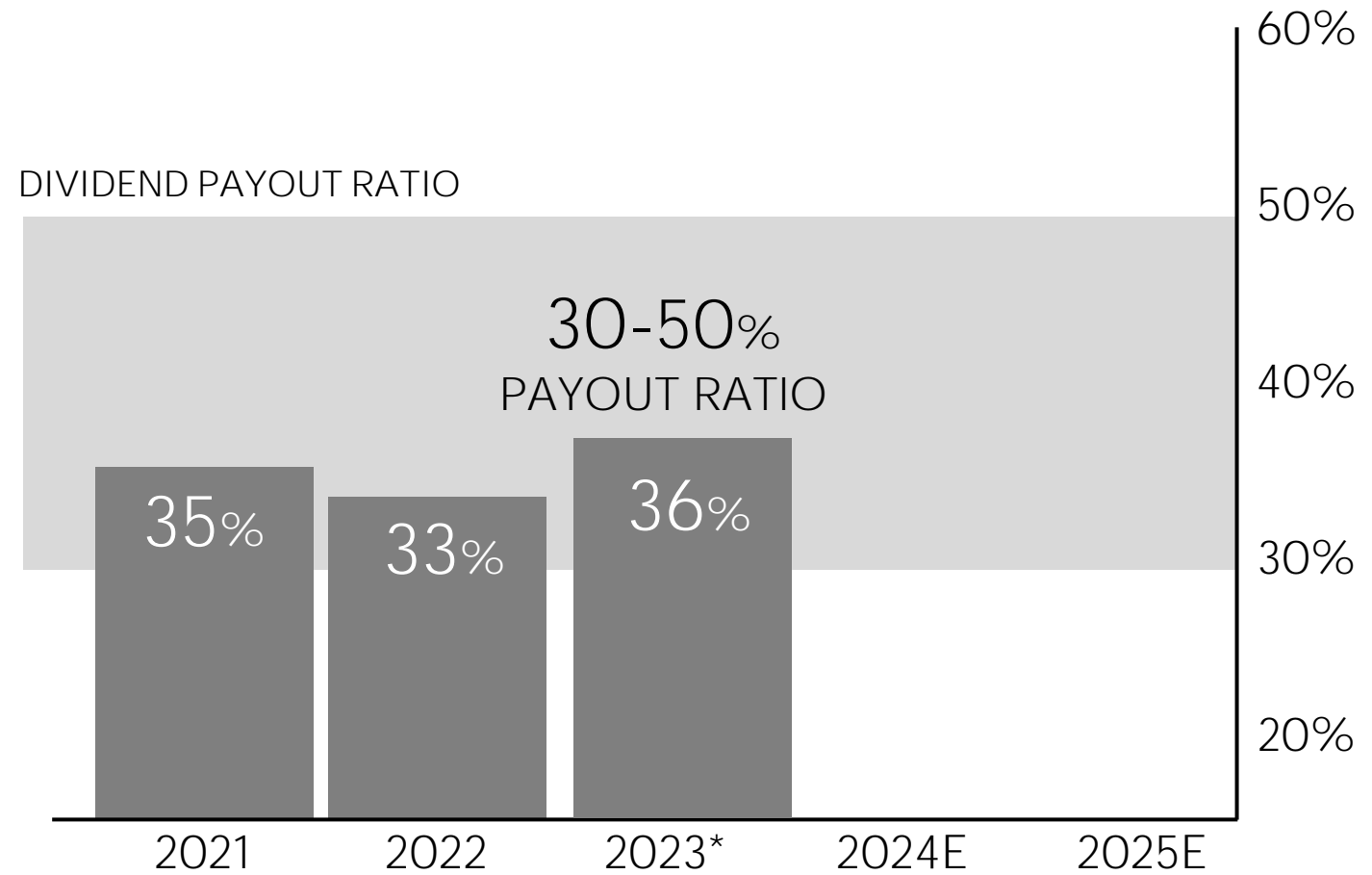
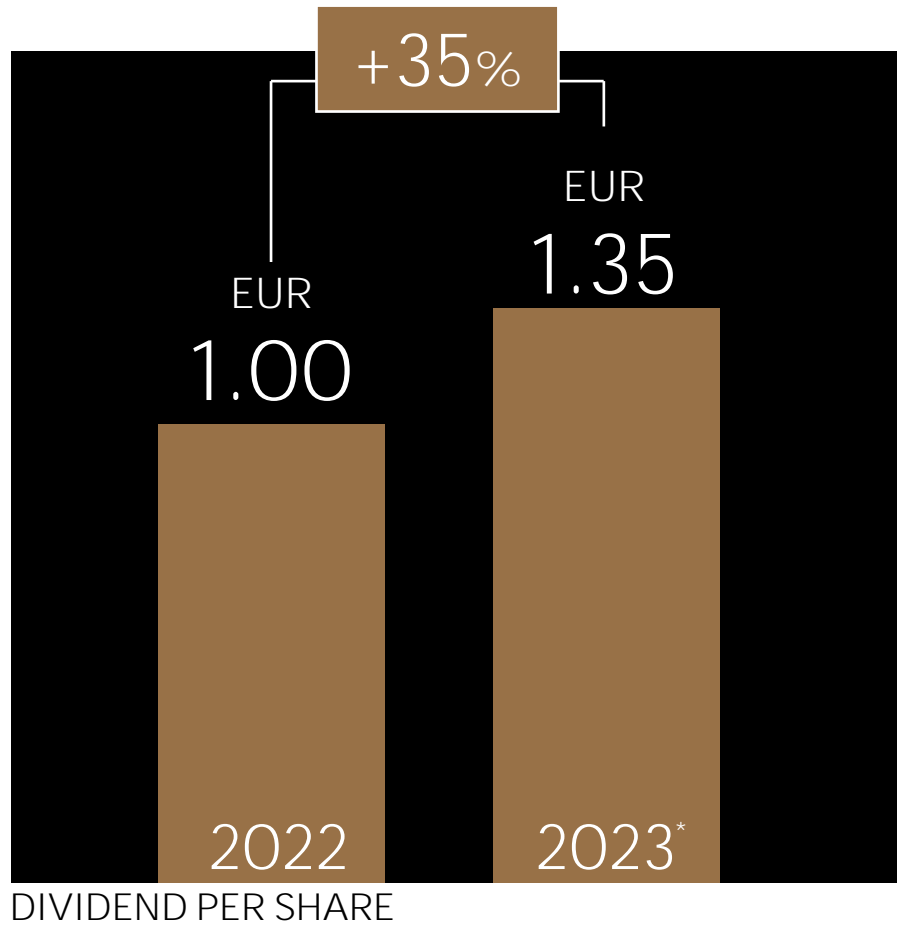


# THANK YOU!



## HUGO BOSS

## DIVIDEND PROPOSAL FOR FISCAL YEAR 2023



\*DIVIDEND PROPOSAL



# HUGO BOSS SHARE WITH STRONG PERFORMANCE IN 2023



+25%  
2023

67.46 €  
DEC. 31, 2023

48.85 €  
MAY 13, 2024

Strong outperformance  
against key indices  
and peers in 2023

Fiscal year 2024  
characterized by  
macroeconomic  
uncertainties

100

**HUGO BOSS**

**SHAPE. TOMORROW.**



# YVES MÜLLER

CFO & COO

CFO  
COO

**HUGO BOSS**

SIGNIFICANT IMPROVEMENTS  
IN SALES AND EBIT

GROUP SALES

4,197

EUR MILLION

+18% +15%

CURRENCY-ADJUSTED

IN GROUP CURRENCY

VS. 2022

EBIT

410

EUR MILLION

+22%

VS. 2022

# DOUBLE-DIGIT GROWTH ACROSS ALL REGIONS



## AMERICAS

+23%\*

VS. 2022

---

Marketing initiatives and improved product offering lead to double-digit growth in key markets



## EMEA

+13%\*

VS. 2022

---

Local demand and business with tourists drive growth



## ASIA/PACIFIC

+32%\*

VS. 2022

---

Acceleration thanks to strong momentum in Southeast Asia & Pacific and recovery of business in China



# DOUBLE-DIGIT GROWTH ACROSS ALL CONSUMER TOUCHPOINTS

## B&M RETAIL

+15%\*

VS. 2022

PRODUCTIVITY  
IMPROVEMENTS AND  
MODERATE EXPANSION

## B&M WHOLESALE

+18%\*

VS. 2022

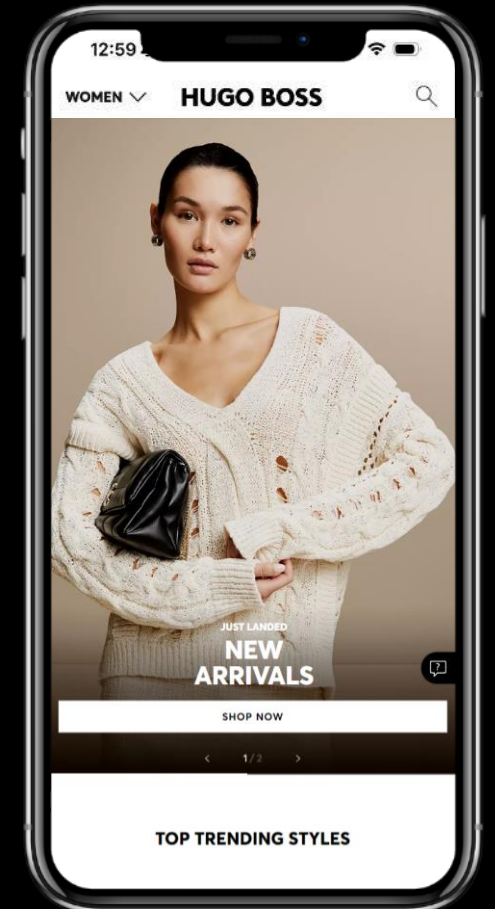
POSITIVE RESPONSE TO  
OUR COLLECTIONS  
FROM WHOLESALE  
PARTNERS

## DIGITAL

+26%\*

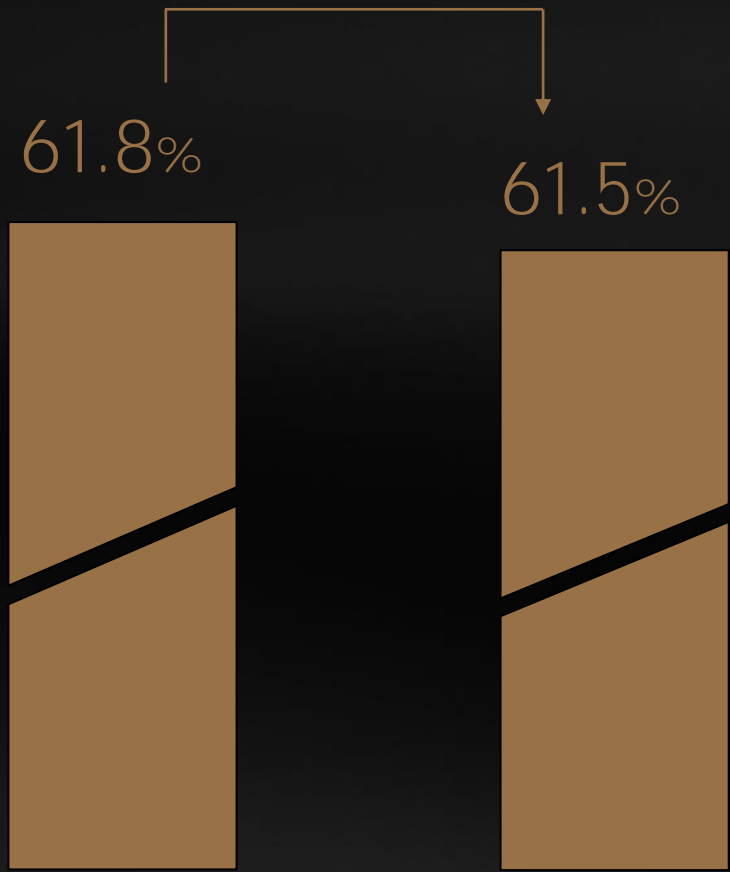
VS. 2022

GROWTH ON  
HUGOBOSS.COM AND  
IN THE DIGITAL  
PARTNER BUSINESS



\*CURRENCY-ADJUSTED

## GROSS MARGIN BROADLY IN LINE WITH PRIOR-YEAR LEVEL

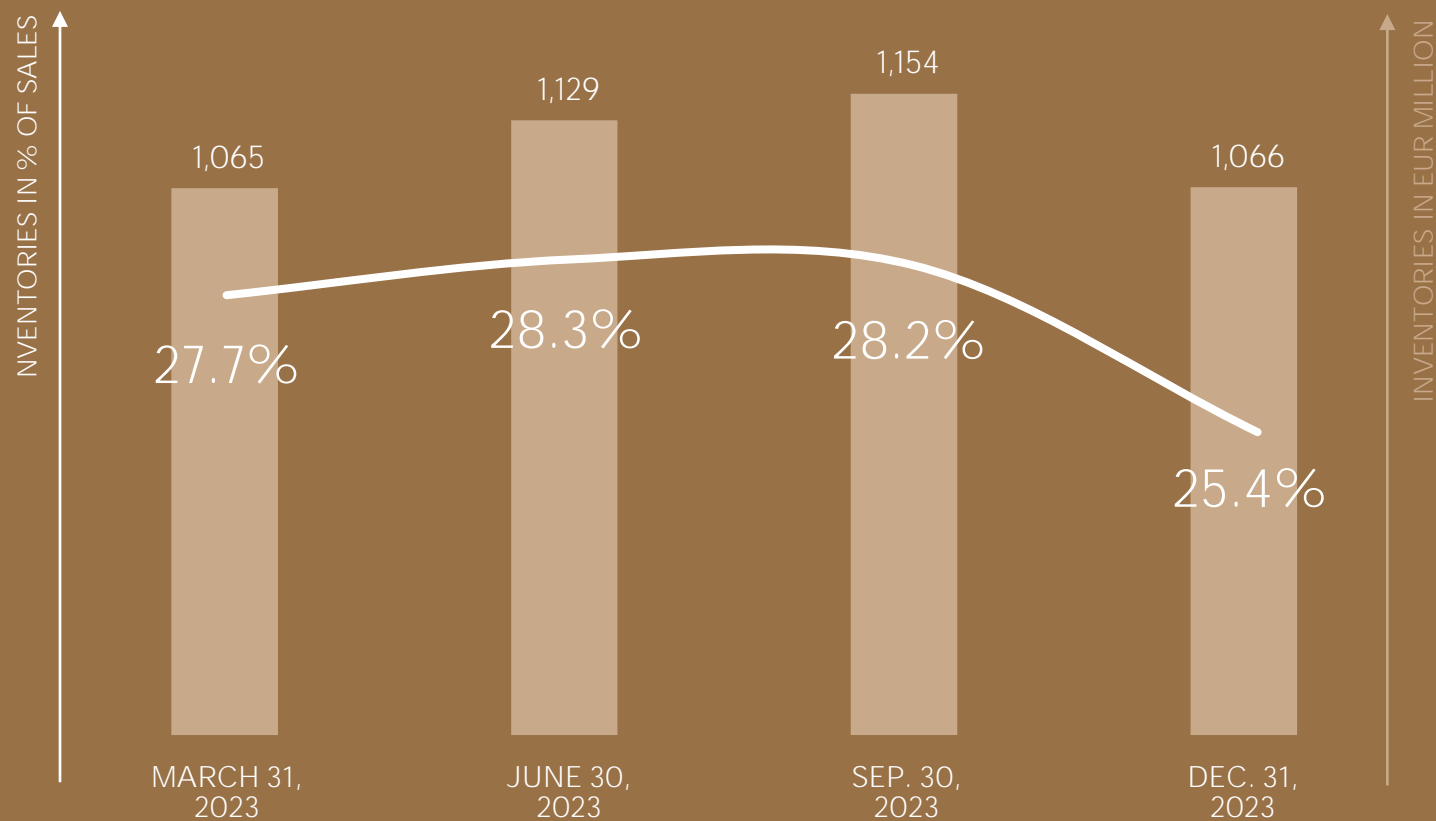


## STRONG IMPROVEMENTS IN EBIT DESPITE FURTHER INVESTMENTS

	2023	CHANGE
GROSS MARGIN	61.5%	-30 <sub>BP</sub>
OPERATING EXPENSES (IN % OF SALES)	51.7%	-90 <sub>BP</sub>
EBIT	410 EUR MILLION	+22%
EBIT MARGIN (IN % OF SALES)	9.8%	+60 <sub>BP</sub>
NET INCOME (ATTRIBUTABLE TO SHAREHOLDERS)	258 EUR MILLION	+23%
EARNINGS PER SHARE	3.74 EUR	+23%



## GRADUAL NORMALIZATION OF INVENTORIES SUCCESSFULLY INITIATED



INVENTORIES TO  
IMPROVE TO A  
LEVEL OF <20%  
OF GROUP SALES  
BY 2025

# HIGHER INVESTMENTS IMPACT FREE CASH FLOW DEVELOPMENT

2023  
TRADE NET  
WORKING CAPITAL  
IN % OF SALES

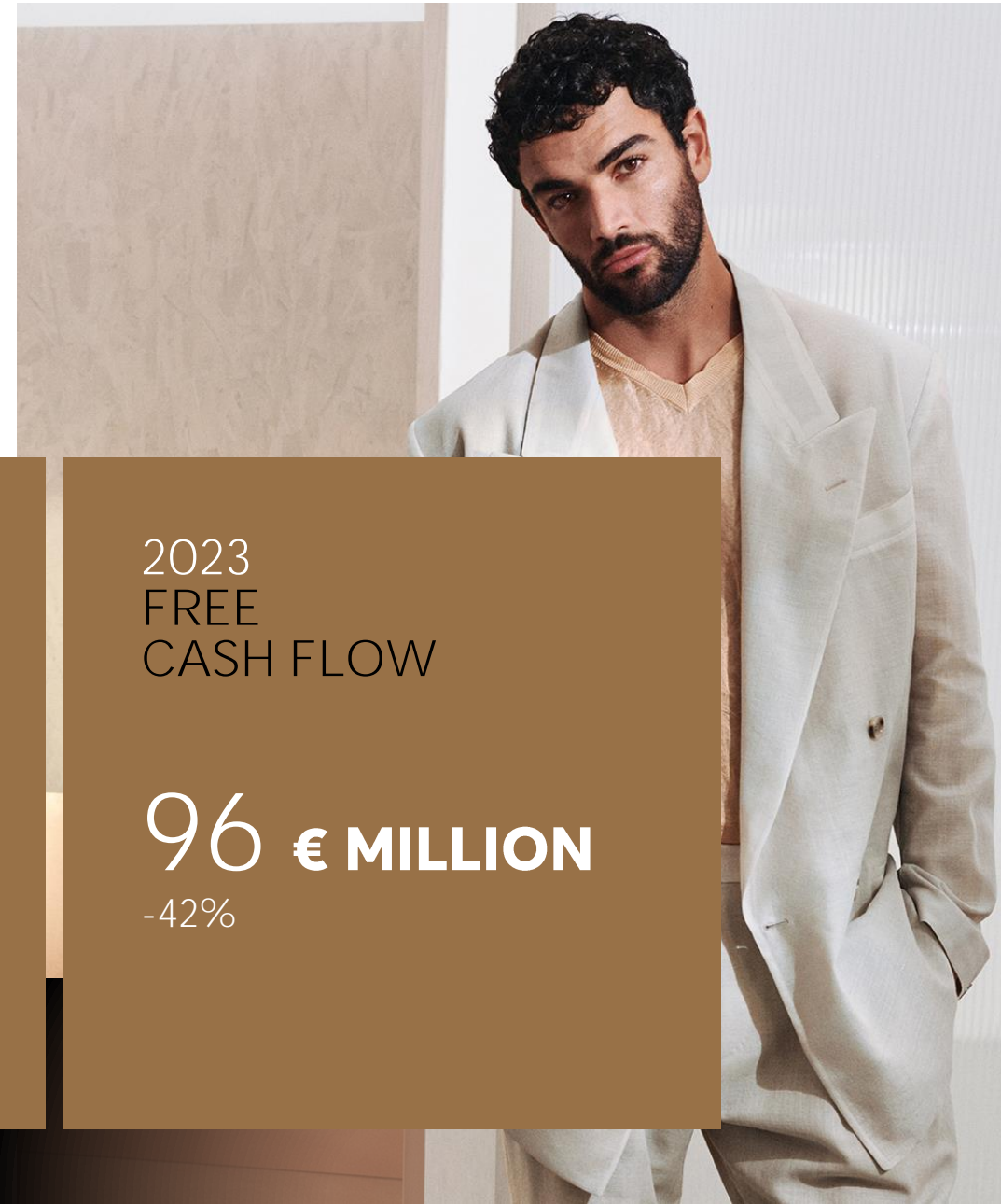
**20.8%**  
+580 BP

2023  
CAPITAL  
EXPENDITURE

**298 € MILLION**  
+55%

2023  
FREE  
CASH FLOW

**96 € MILLION**  
-42%



# OUTLOOK 2024





# HUGO BOSS RECORDS SOLID START TO FISCAL YEAR 2024

GROUP SALES

1,014  
EUR MILLION

VS. Q1 2023

+6%  
CURRENCY-ADJUSTED

EBIT

69  
EUR MILLION

VS. Q1 2023

+6%

EBIT MARGIN

6.8%

VS. Q1 2023

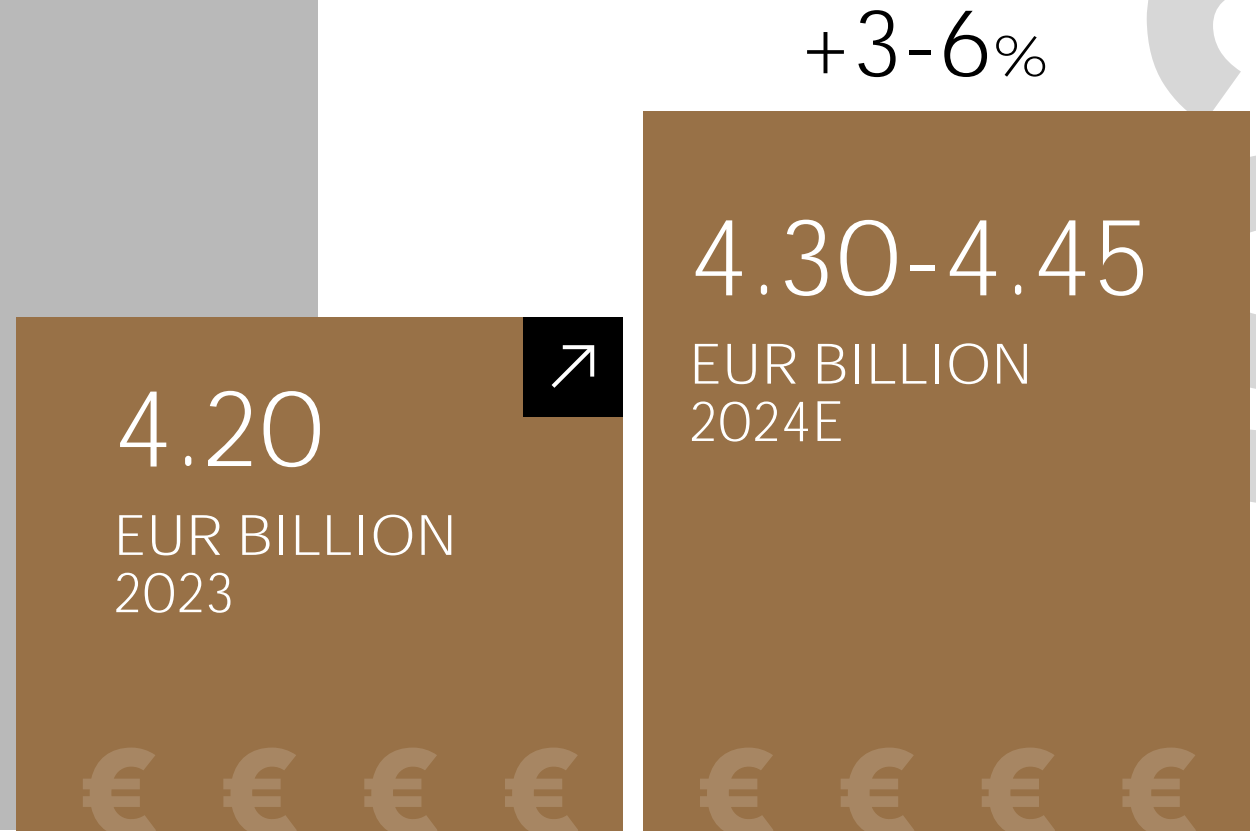
+10  
BASIS POINTS



# OUTLOOK GROUP SALES

Macroeconomic and geopolitical uncertainties weigh on consumer sentiment

Consistently leveraging growth opportunities



# OUTLOOK EBIT

EBIT margin to improve to  
a level of 10.0% to 10.7%

Efficiency gains in sourcing  
and operating expenses

410

EUR MILLION  
2023



+5-15%

430-475

EUR MILLION  
2024E





HUGO BOSS

BECOME THE LEADING  
PREMIUM TECH-DRIVEN  
FASHION PLATFORM  
WORLDWIDE

VISION



HUGO BOSS

THANK  
YOU!



**HUGO BOSS**